International Journal of Management Research and Emerging Sciences
Vol 15, No 1, March 2025, PP. 58-79

Breaking Barriers: How Emotional and Cultural Intelligence Shape Conflict Management and Workplace Success – A Higher Order SEM Comparison

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ARTICLE INFO

Article History:
Received: 07 Dec 2024
Revised: 21 Jan 2025
Accepted: 18 Mar 2025
Available Online: 24 Mar 2025

DOI:
https://doi.org/10.56536/ijmres.v15i1.748

Keywords:
Emotional Intelligence, Cultural Intelligence, Task conflict, Process Conflict, Relationship Conflict, Contextual performance, Task Performance

JEL Classification:
M1, M5

ABSTRACT

The purpose of this research is to explore the effects of organizational conflict on organizational performance, with a particular emphasis on the mediating functions of emotional intelligence (EI), cultural intelligence (CQ), as well as moderating effects caused by conflict management styles. Additionally, it compares the results obtained from two structural equation models (SEM): a traditional SEM and a higher order SEM. Data were collected from 250 employees through convenience sampling in various organizational settings using survey questionnaire, assessing organizational conflict, EI, CQ, conflict management styles, and performance measures. Structural equation modelling techniques were employed to analyses the relationships between these variables. Two models were constructed: a traditional SEM and a higher order SEM, with the latter incorporating latent higher order constructs of EI and CQ. Between organizational conflict and performance, strong adverse links are discovered through initial analyses between organizational conflict and performance. The outcome of SEM 1 reveals that conflict supervision means can influence the affiliation between organizational conflict, and performance. Mediation analysis indicated that EI and CQ partially mediated this relationship. Further investigation in SEM 2 aims to scrutinize the curbing impact of conflict management styles on these relationships and their collective impact on performance outcomes. Comparative analysis between the two SEMs highlighted the superiority of the higher order SEM in capturing the complexity of the relationships among variables. This paper adds to the literature by offering insights into the mechanisms through which EI, CQ, and conflict management styles influence the outcome of organizational conflict on organizational performance. Moreover, the comparison between traditional and higher order SEM provides methodological advancements, enhancing the understanding of these relationships in organizational research.

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INTRODUCTION

In the dynamic environment of organizational behavior, conflicts inevitably develop due to differences in viewpoints, values, and interest among people or communities (De Dreu & Gelfand, 2008). While conflict can present both difficulties and opportunities, mitigating their deteriorating impacts is essential to achieve workplace success. One mitigating aspect against the negative outcomes of workplace conflict is identified as emotional intelligence (EI),

which includes the comprehension, management, and knowledge of one's personal emotions and the ability to perceive and impact upon others' emotions (Goleman, 1995). Sajid et al. (2024) found that higher emotional intelligence (EI) significantly enhances job satisfaction by improving interpersonal relationships, emotional regulation, and workplace adaptability. Employees with strong EI are better equipped to manage stress, communicate effectively, and foster positive work environments, leading to greater job fulfillment, engagement, and overall well-being. Cultural intelligence (CQ) has now become a valuable asset in today's global age. Cultural intelligence is the capability to work efficiently in various cultural aspects (Earley & Ang, 2003). However, Ang & Van Dyne (2008) and Ang et al. (2007) in their studies revealed people with higher CQ act as motivators against negative effects of the performance conflicts due to cultural variety. Although a certain conflict gives rise to innovations and creativity, unresolved conflict has disastrous impact on contextual and task performances (Amason, 1996; Jehn, 1995). The way to resolve a conflict determines individuals' personal success and their overall organizational performances. Conflict management styles, referred to as the strategies used by people to deal with disagreements (Thomas, 1992), contribute to determining the outcomes of organizational conflicts (Rahim, 2002).

The workplace environment of the contemporary era stresses upon the intricate relations between cultural and emotional intelligence, workstation conflicts, and conflict management techniques that have significant impact for collective and individual performances. Although these aspects are studied individually a thorough understanding of their collective impacts still remains unclear. The current literature sheds light on the detrimental impacts of workplace conflicts on job performances and the necessity to retain buffers against these outcomes (Amason, 1996; Jehn, 1995). However, there is a dearth of a proper structure that incorporates emotional and cultural intelligence to attenuate these consequences, as well as a deeper investigation into how conflict management styles moderate these associations. Furthermore, while cultural intelligence is known for its function in reducing cultural diversity-related conflicts, its relations with EI and conflict management strategies requires more explanation (Ang et al., 2007; Carmeli et al., 2014; Goleman, 1995). Thus, the current study felt the need to bridge these gaps to assist in theoretical frameworks within workplace attitudes and provide practicable insight for workplace leaders and policymakers to achieve a positive and successful organization amidst unresolved conflict.

The present research study contributes to certain theories in the following manner. The first theory called social exchange theory helps us in understanding interpersonal relations within workplaces by providing evidence for the impacts of workplace conflicts on performance variables. The second theory of emotional intelligence (EI) and the third theory of cultural intelligence (CI) enhance our comprehension of how cultural and emotional intelligence safeguard us against the deteriorating effects of workplace conflict on job performance. Moreover, the dual concern model assists in demonstrating how the strategic decisions made by individuals resolve organizational conflicts and influence them in a positive manner.

LITERATURE REVIEW

For exploring the impact of organizational conflicts on employees' task performance, researchers have noted down crucial role of cultural and emotional intelligence as protective factors against adversities (Davaei et al., 2022). Researchers have also looked into impact of these protective factors against several types of conflicts in virtual teams, pointing out that high levels of intelligences are linked with reduced instances of various conflict types. Moreover, Carmeli et al., (2014) highlighted emotional intelligence is also associated with conflict resolution and enhanced individual task performance within the organizations. Additionally, Earley & Ang (2003) and Ang & Van Dyne (2008) emphasized cultural intelligence has been highlighted as key skill particularly in globalized work environments that allows employees to mitigate cultural differences and ensure conflict resolution and prevention. The preceding section comprises review of the literature and hypotheses development.

Organizational Conflict and Emotional Intelligence

According to Shih and Susanto (2010) emotional intelligence is associated with minimized conflicts at work and positive work-related behaviors and attitudes. The major causes of workplace conflict include disagreements among team members (Jordan and Troth, 2002) but those with high EI tend to understand other's perspective better and have better ability to communicate their opinions and perspective even during disagreements (Zhang et al., 2015). It allows them to effectively navigate through work-related pressure and stress and facilitate open communication through mutual understanding to mitigate further conflict.

Interpersonal work conflicts occur due to lack of compatibility among team members leading to friction and stress (Hogel et al., 2004). Yasmeen et al. (2022) stated interpersonal conflict affects perceived work performance differently in gender-diverse teams. While some conflicts hinder collaboration, others promote constructive discussions, enhancing problem-solving. Operative conflict management strategies are crucial for minimizing negative impacts and fostering a productive, inclusive team environment that maximizes performance. However, existing literature further points out that EI positively influences the interpersonal disputes among employees and reduce friction (Kisamore et al., 2010). It allows people to effectively regulate their own and other emotions, enabling smooth and improve communication and conflict management.

Ullah (2022) demonstrated that lack of emotional intelligence cause people to experience adverse feelings during conflicts. Employees with low EI frequently experience undesired emotions due to disagreement with role assignment, power delegation, and distribution (Kuriakose et al., 2019). Sufian et al. (2020) identified one major cause of conflict is ineffective communication and lack of coordination among team members over task assignments and duties (Wakefield et al., 2008). However, employees with high EI tend to oversee process more adequately and promote collaboration and communication between team members (Rezvani et al., 2019). EI tend to improve team commitment and coordination and reduce negative feelings that are the key contributor of conflicts among team. Based on these findings, the present study hypothesizes that:

H1: Organizational Conflict (task, relationship, and process) is negatively related to Emotional Intelligence.

Organizational Conflict and Cultural Intelligence

A number of research scholars have observed that cultural intelligence enhances cross-cultural relations by promoting better understanding, acceptance, communication, collaboration, and adaptation (Adair et al., 2013; Johnson et al., 2006). It allows people to better comprehend the cultural differences and understand ambiguous and new gestures followed by required adjustments in their behaviors to better adapt with diversity (Earley et al., 2006). According to Davaei & Gunkel (2024) traditional teams involve a stable group of members who collaborate interdependently toward a shared goal. However, globalization and advancements in communication technology are reshaping team dynamics, necessitating the formation of diverse teams that navigate complex challenges to enhance effectiveness. Researches have demonstrated that behavioral and metacognitive dimensions in cultural intelligence have significant role in promotion cross-cultural differences (Adair et al., 2013). Teams having more cross-cultural diversity have more likelihood of differences and conflicts (Tröster et al., 2014; Vodosek, 2007). However, people who have better CQ tend to understand the cultural differences and are more adaptive towards unfamiliar situations and interactions and also make reasonable adjustments in their behaviors (Silberstang & London, 2009). This awareness of this promotes better communication and eliminate chances of miscommunication and misunderstanding leading to conflicts (Ang & Inkpen, 2008). Diversity among individuals also exist in terms of self-definition, beliefs, attuites, norms, values, and role understanding that stems from their background (Triandis, 1995). However, this diversity often become challenging as diverse perspective can lead to misunderstanding and disagreements particularly in task-related issues (Stahl et al., 2010; Vodosek, 2005). Cultural diversity exacerbates these conflicts due to varied expectations and understanding arising from differences in norms and values. Hence, present research hypothesizes that:

H2: Organizational Conflict (task, relationship, and process) is negatively related to Cultural Intelligence.

Intelligences and Performance

Emotional intelligence (EI) is all about being in tune with your own emotions and those of others. Think of it as having a sixth sense for feelings. It plays a crucial role in handling conflicts at work. People with high EI can keep their cool and find better ways to resolve disagreements. For instance, Jordan and Troth (2004) demonstrated that managers with higher emotional intelligence (EI) excelled in conflict management and fostering strong workplace relationships, enhancing their teams' performance. Likewise, Kappagoda (2012) observed that emotional intelligence positively influenced both task and contextual performance. So, having a high EI can make a significant difference in how well people work together and get things done. Based on literature, the present research hypothesizes that:

H3: Emotional Intelligence is positively related to task performance.

H4: Emotional Intelligence is positively related to contextual performance.

Literature points out that workers with higher cultural intelligence are well skilled to comprehend cultural differences and conflict management due to cultural misunderstandings. Few studies have examined specific CQ dimensions among practitioners. Puzzo et al. (2022) highlight intercultural skills as crucial for effective behavior, with motivation, cognition, and behavior being key targets for training and best practices to enhance intercultural effectiveness.

For instance, as highlighted by Ang and Van Dyne (2008) staffs with higher CQ were well able to handle the conflicts that arise with teams and workplaces consists of inclusive workforce through effectively handling multicultural teams. Through investigation of a scholar, it has been observed that high cultural intelligence is favourably associated with increased task performance among expatriates (Caligiuri, 2019).

Therefore, we hypothesize that:

H5: Cultural Intelligence is positively related to task performance.

H6: Cultural Intelligence is positively related to contextual performance.

Organizational Conflict and Performance

Based on previous literature De Dreu & Weingart (2003) hypothesize that various types of conflicts including process, task, and relationship adversely influence team performance. This core theoretical mechanism is based on emotional and cognitive responses of each team member that lead to disagreements. These disagreements not only reduce the likelihood of finishing the assigned task but also decrease team efficiency and performance (Evan, 1965). Moreover, Jehn and Bendersky (2003) pointed out that these disputes lead to negative feelings among employees related to themselves. The perceived incompatibles and conflicts arising from them further increase negative perceptions and experiences such as feeling hatred, bitterness, and annoyance (Guetzkow & Gyr, 1954; Bell & Song, 2005). Therefore, present study proposes that:

H7: Organizational Conflict (task, relationship, and process) is negatively related to task performance.

H8: Organizational Conflict (task, relationship, and process) is negatively related to contextual performance.

Organizational Conflict and Conflict Management Styles

In accordance with van Dierendonck and Mevissen (2002) the style through which management and leadership deals with conflicts at workplace is noted as style of conflict management. A number of researches including Tabassi et al. (2019); Wang et al., (2021) emphasized that the nature and differences of managing conflicts through a variety of styles influences performance of employees at workplace. Hempel et al., (2009) ; Erkutlu and Chafra (2015); Tabassi et al., (2019), highlighted it also effect the organizational climate, behavior of team and their overall performance. Furthermore, drawing on social cognitive theory, social exchange theory, and other relevant cognitive perspectives. Research

suggests that participating and helpful styles optimize novelty performance in R&D enterprises; while controlling and evading behaviors lead to destructive conflict and lower performance (Song et al., 2006). Furthermore, compromising behavior, which lies between "concern for self" and "concern for others," demonstrates a modest desire to find a jointly satisfactory resolution for all bodies (Montes et al., 2012), contributes to the development of a shared interest in the job, and increases the probability that individuals will readily acquire knowledge about solutions (Chen et al., 2012).

Therefore, we hypothesize that:

H9: Conflict Management Styles moderates the association between Organizational Conflict (task along with association, and process) and task performance.

Theoretical Framework

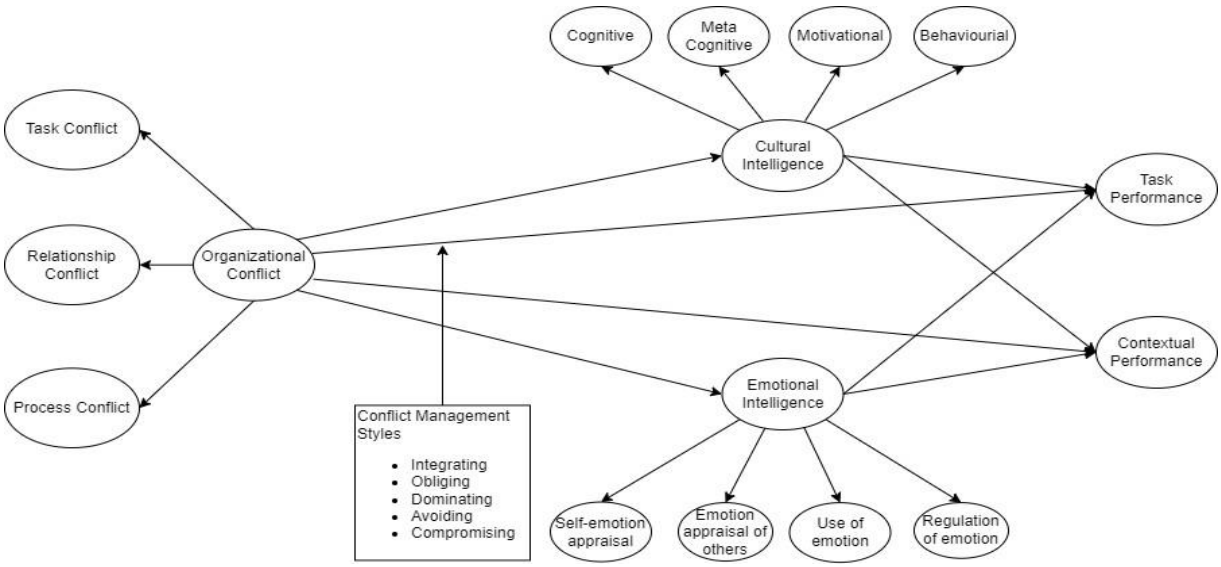

Figure 1: Proposed Conceptual Model

METHODOLOGY

Research Design

The approach of quantitative research analysis is utilized in this investigation to analyses relation amongst the variables Emotional and Cultural Intelligence along with Conflict Management Styles, Organizational Conflict, and Performance in workplace settings. This paper follows the positivist philosophy and deductive research approach indicated in the review of the literature. It prioritizes objectiveness, ability to be generalized, and utilization of statistical data for empirical studies. The quantitative research design seeks to test hypotheses devised using models and theoretical frameworks from literature. The study collected quantitative data to explore correlations and associations among variable based on objective responses. The research design was selected as it helps in exploring statistically significant results and facilitate in generalizing the findings to the given population.

Study Sample

The current research explored the role of EI, CQ, conflict management styles, organizational conflict, and performance are related within different workplaces. A sample of 249 respondents was used from various industries, which offer an adequate sample size for given analysis (Wolf et al., 2013). The model included both visible and hidden factors, aiming to capture the expected effects with accuracy. The data was selected using structured survey given to each respondent.

Instruments

The present research used questionnaire including operationalized variables enabling respondents to respond to questions based on standardized measures, which allowed ensuring high validity and reliability of scales. The survey was provided to each participant in-person or electronically based on context and their preference.

Cultural Intelligence: We assessed the four dimensions of cultural intelligence through 16-item survey developed by Ang and Van Dyne (2008): metacognitive CQ, cognitive CQ, motivational CQ and behavioral CQ. A sample item is "I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me." The Likert scale used for all responses ranged from strongly disagree (1) to strongly agree (5).

Emotional Intelligence: The four dimensions of emotional intelligence were measured using a 10-item survey developed by Wong and Law (2017), which includes self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion. A sample item from the survey is, "I have a good sense of why I have certain feelings most of the time." Responses were recorded on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Organizational Conflict: We assessed the three types of organizational conflict through 9-item survey developed by Jehn and Mannix (2001): task, relationship, and process conflict. A sample item is "How much conflict of ideas is there in your workgroup?." The Likert scale used for all responses ranged from strongly disagree (1) to strongly agree (5).

Conflict Management Styles: Conflict management styles were evaluated using Form C of the ROCI-II instrument (Rahim, 1983). Participants responded to conflict scenarios by indicating their preferred approach among five styles: collaborating, compromising, avoiding, accommodating, and competing. A sample item includes, "I usually avoid open discussions of my differences with my boss." Responses were recorded on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Performance: We measured task and contextual performance using Koopmans (2014) scale. Participants will provide insights into overall team performance and collaboration, contributing to a comprehensive understanding of performance outcomes. A sample item is "I managed to plan my work so that it was done on time." The Likert scale used for all responses ranged from strongly disagree (1) to strongly agree (5).

RESULT AND DISCUSSION

Correlation

Table I presents the descriptive statistics (mean and standard deviation) and Pearson correlations between variables in the study. Relationship and process conflict are statistically and negatively correlated with task performance (p<0.01), which means that the higher the relationship and process conflict in an organization, the lower will be the task performance. EI is positively and statistically correlated with both task (p<0.01) and contextual performance (p < 0.01), while CQ is positively and statistically correlated with contextual performance (p < 0.01), which means that the higher the level of intelligence, the higher the performance.

Table I: Means, standard deviations and Pearson correlation.

	Mean	S.D.	TP	CP	TC	RC	PC	CM	AV	DM	IN	OB	EI	CQ
TP	3.8763	.6506	1											
CP	3.7605	.7859	.406**	1										
TC	2.9960	.8276	0.037	.301**	1									
RC	2.1794	.8397	-.225**	.154*	.355**	1								
PC	2.7912	.9314	-.124*	-0.068	.271**	.466**	1							
CM	3.5797	.6392	.337**	.153*	-0.035	-0.015	-0.089	1						
AV	3.1797	.8228	.345**	0.024	.129*	-.212**	-0.039	.288**	1					
DM	2.9488	.8089	0.027	.215**	.275**	.222**	.309**	-0.034	0.061	1				
IN	3.7823	.7157	0.117	.243**	0.100	-0.035	-.162*	.515**	0.083	0.001	1			
OB	3.5261	.7167	.163*	.137*	.136*	0.033	-0.082	.204**	0.111	0.014	.434**	1		
E!	3.8253	.51942	.202**	.252**	0.032	0.031	0.039	-0.068	0.007	0.117	0.096	-0.060	1	
CQ	3.4212	.55167	0.014	.487**	0.077	.209**	.133*	.172**	-0.046	.281**	.240**	0.110	.391**	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Self Estimated

Reliability and Validity

To test the research hypotheses, structural equation modeling (SEM) was employed using Smart PLS 4.0. The measurement model was assessed for validity and reliability, while the structural model was analyzed to evaluate the proposed hypotheses among constructs. As shown in Table II, Cronbach's alpha for each construct exceeded the 0.700 threshold (Hair et al., 2014), except for relationship conflict, indicating acceptable internal consistency and reliability. Additionally, composite reliability for all constructs surpassed the recommended threshold of 0.700 (Wasko & Faraj, 2005), except for the dominating style, further confirming the internal consistency of the measurement model.

Validity was assessed using average variance extracted (AVE), which measures the proportion of variance in observed variables that is explained by the underlying construct. An AVE value of 0.50 or higher indicates that items converge to measure the intended construct, thereby establishing convergent validity (Fornell & Larcker, 1981). Table II presents the AVE values for the study. Although some constructs exhibited AVE values below 0.50, their composite reliability and Cronbach's alpha exceeded 0.70, indicating that validity concerns were not significant.

Table II: Cronbach Alpha and Composite Reliability

Variable	Cronbach's alpha	Composite Reliability	AVE
Avoiding Style	0.714	0.824	0.550
Behavioral	0.758	0.725	0.497
Compromising Style	0.712	0.796	0.583
Cognitive	0.879	0.909	0.624
Contextual Performance	0.874	0.900	0.532
Dominating Style	0.735	0.000	0.217
Integrating Style	0.798	0.860	0.553
Metacognitive	0.701	0.835	0.640
Motivational	0.820	0.881	0.650
Obliging Style	0.746	0.850	0.656
Process conflict	0.806	0.880	0.710
Relationship conflict	0.625	0.791	0.559
Self-emotion appraisal	0.743	0.852	0.658
Task conflict	0.733	0.846	0.647
Task performance	0.712	0.809	0.462
Use of emotion	0.774	0.869	0.689

Source: Self Estimated

Discriminant validity was tested following the guidelines of Hair et al. (2014) and Fornell and Larcker (1981). Fornell and Larcker's (1981) criterion states that discriminant validity is established when a construct's square root of AVE exceeds its correlation with other constructs. Table III displays that the square root of the AVE (bold and italic) of a construct was higher than its correlation with other constructs.

Table 5 shows the interaction effects between the various constructs investigated in the study. In a regression analysis, each cell represents the coefficient for the interaction term between two constructs. Table 4.7 demonstrates that the HTMT ratio is lower than the required threshold .90 (Henseler et al., 2015).

Validating Higher Order Constructs

As part of the measurement model assessment, these higher-order constructs were carefully validated to ensure their reliability and convergent validity. The results confirm that both reliability and validity were established. The reliability value for emotional intelligence exceeded 0.70, while the values for organizational conflict and cultural intelligence were slightly below 0.70. Additionally, convergent validity was confirmed for all constructs, as the average variance extracted (AVE) values exceeded 0.50 (Table 4.8).

Table III: Discriminant Validity – Fornell and Larcker criterion

Variable	AV	BEH	CM	COG	CP	DM	IN	MC	MOT	OB	PC	RC	SEA	TC	TP	UOE
AV	***0.74***															
BEH	0.16	***0.70***														
CM	0.37	0.16	***0.76***													
COG	-0.04	0.04	0.03	***0.79***												
CP	0.03	0.07	0.16	0.49	***0.72***											
DM	0.07	0.21	0.14	-0.14	-0.05	***0.46***										
IN	0.04	0.36	0.48	0.23	0.26	0.15	***0.74***									
MC	-0.08	0.15	0.11	0.56	0.53	-0.15	0.22	***0.80***								
MOT	-0.14	0.04	0.28	0.56	0.43	-0.05	0.26	0.52	***0.806***							
OB	0.06	0.09	0.23	0.10	0.10	0.08	0.44	0.21	0.144	***0.81***						
PC	-0.06	-0.12	-0.12	0.25	-0.02	-0.23	-0.11	0.01	0.089	-0.02	***0.84***					
RC	-0.13	-0.04	-0.02	0.31	0.16	-0.14	-0.03	0.12	0.215	0.09	0.45	***0.74***				
SEA	0.14	0.39	0.31	0.15	0.18	0.25	0.28	0.15	0.374	-0.01	-0.02	0.01	***0.81***			
TC	0.13	0.17	-0.09	0.23	0.25	-0.12	0.08	0.13	-0.069	0.05	0.29	0.41	0.09	***0.80***		
TP	0.36	0.26	0.47	-0.09	0.36	0.25	0.15	0.03	0.066	0.15	-0.16	-0.23	0.29	-0.04	***0.67***	
UOE	-0.122	0.326	0.132	0.201	0.325	0.121	0.226	0.288	0.289	-0.03	0.05	0.05	0.57	0.06	0.32	***0.83***

Source: Self Estimated

Table IV: Heterotrait-Monotrait Ratio (HTMT)

Variable	AV	BEH	CM	COG	CP	DM	IN	MC	MOT	OB	PC	RC	SEA	TC	TP	UOE
AV																
BEH	0.26															
CM	0.37	0.24														
COG	0.15	0.17	0.25													
CP	0.20	0.15	0.24	0.54												
DM	0.19	0.24	0.23	0.50	0.31											
IN	0.23	0.28	0.75	0.35	0.37	0.30										
MC	0.21	0.27	0.17	0.68	0.62	0.36	0.38									
MOT	0.27	0.13	0.45	0.67	0.48	0.26	0.38	0.65								
OB	0.16	0.15	0.29	0.18	0.24	0.19	0.52	0.31	0.19							
PC	0.19	0.13	0.14	0.30	0.11	0.38	0.20	0.11	0.14	0.11						
RC	0.35	0.14	0.05	0.38	0.27	0.36	0.14	0.26	0.30	0.23	0.67					
SEA	0.28	0.37	0.37	0.31	0.23	0.19	0.36	0.25	0.46	0.13	0.13	0.07				
TC	0.28	0.14	0.09	0.27	0.33	0.39	0.15	0.21	0.18	0.26	0.44	0.56	0.16			
TP	0.49	0.24	0.46	0.34	0.53	0.26	0.24	0.31	0.25	0.21	0.26	0.39	0.38	0.25		
UOE	0.201	0.253	0.182	0.297	0.391	0.292	0.299	0.393	0.353	0.169	0.136	0.137	0.742	0.137	0.446	

Table V: Higher Order construct Reliability and Convergent Validity

Variable	Cronbach's alpha	Composite Reliability	AVE
Organizational Conflict	0.653	0.738	0.583
Emotional Intelligence	0.728	0.768	0.783
Cultural Intelligence	0.650	0.800	0.530

Source: Self Estimated

Structural Model

The structural model was assessed using SmartPLS software to validate the hypothesized relationships among constructs. To examine all proposed relationships, the study employed Hayes' (2017) recommended approach, utilizing a bootstrapped sample size of 5,000 with a 95% confidence interval. This regression-based method enables researchers to analyze direct, indirect, and conditional mediation effects within the data.

To test the hypotheses, both first-order and higher-order construct models were utilized. In SEM1, the study considered the dimensions of emotional intelligence (self and others' emotion appraisal, use of emotion, and regulation of emotion), cultural intelligence (cognitive CQ, metacognitive CQ, behavioral CQ, and motivational CQ), and organizational conflict (task, relationship, and process conflict) as distinct variables to evaluate their direct impact on task and contextual performance. In SEM2, emotional intelligence, cultural intelligence, and organizational conflict were treated as single variables.

SEM1 results

The results of the first-order structural equation model are presented in Table VI. The supported hypotheses indicate statistically significant relationships, with t-values exceeding 1.96 and p-values below 0.05. Specifically, the path loadings for the use of emotion ($ß = 0.194$, $p < 0.05$) and behavioral CQ ($ß = 0.294$, $p < 0.05$) demonstrated a significant impact on task performance. Additionally, task conflict, process conflict, self-appraisal of emotion, cognitive CQ, metacognitive CQ, and motivational CQ were found to have significant effects on contextual performance.

Table VI: Hypotheses Testing Results – SEM 1

	Beta Coefficients	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Remarks
AV -> TP	0.209	0.206	0.084	2.495	0.013	**Supported**
BEH -> CP	-0.093	-0.081	0.064	1.459	0.145	Not Supported
BEH -> TP	0.194	0.143	0.083	2.347	0.019	**Supported**
CM -> TP	0.473	0.474	0.095	4.996	0.000	**Supported**
COG -> CP	0.223	0.219	0.069	3.246	0.001	**Supported**
COG -> TP	0.053	0.032	0.111	0.476	0.634	Not Supported
DM -> TP	0.095	0.026	0.140	0.682	0.495	Not Supported
IN -> TP	-0.397	-0.354	0.103	3.836	0.000	**Supported**
MC -> CP	0.241	0.242	0.061	3.975	0.000	**Supported**
MC -> TP	-0.075	-0.099	0.100	0.756	0.450	Not Supported
MOT -> CP	0.184	0.185	0.056	3.269	0.001	**Supported**
MOT -> TP	-0.061	-0.008	0.106	0.569	0.569	Not Supported
OB -> TP	0.185	0.194	0.089	2.084	0.037	**Supported**
PC -> BEH	-0.166	-0.142	0.119	1.399	0.162	Not Supported
PC -> COG	0.135	0.135	0.072	1.868	0.062	Not Supported
PC -> CP	-0.198	-0.193	0.059	3.328	0.001	**Supported**
PC -> MC	-0.068	-0.071	0.077	0.884	0.377	Not Supported
PC -> MOT	0.016	0.011	0.070	0.230	0.818	Not Supported
PC -> SEA	-0.050	-0.057	0.101	0.493	0.622	Not Supported
PC -> TP	0.035	0.033	0.085	0.417	0.677	Not Supported
PC -> UOE	0.031	0.028	0.103	0.301	0.763	Not Supported
RC -> BEH	-0.081	-0.065	0.094	0.864	0.388	Not Supported
RC -> COG	0.206	0.210	0.064	3.192	0.001	**Supported**
RC -> CP	-0.008	-0.010	0.060	0.137	0.891	Not Supported
RC -> MC	0.108	0.116	0.067	1.624	0.104	Not Supported
RC -> MOT	0.286	0.292	0.059	4.847	0.000	**Supported**
RC -> SEA	-0.006	0.001	0.057	0.112	0.911	Not Supported
RC -> TP	-0.127	-0.184	0.097	1.314	0.189	Not Supported
RC -> UOE	0.016	0.016	0.061	0.253	0.800	Not Supported
SEA -> CP	-0.081	-0.081	0.060	1.355	0.175	Not Supported
SEA -> TP	-0.140	-0.142	0.111	1.265	0.206	Not Supported
TC -> BEH	0.262	0.225	0.145	1.804	0.071	Not Supported
TC -> COG	0.106	0.106	0.051	2.083	0.037	**Supported**
TC -> CP	0.253	0.255	0.067	3.787	0.000	**Supported**
TC -> MC	0.112	0.111	0.071	1.580	0.114	Not Supported
TC -> MOT	-0.191	-0.193	0.048	3.983	0.000	**Supported**
TC -> SEA	0.109	0.110	0.069	1.589	0.112	Not Supported
TC -> TP	-0.031	0.025	0.097	0.321	0.748	Not Supported
TC -> UOE	0.050	0.048	0.069	0.717	0.474	Not Supported
UOE -> CP	0.228	0.232	0.054	4.193	0.000	**Supported**
UOE -> TP	0.294	0.325	0.099	2.986	0.003	**Supported**

Source: Self Estimated

SEM2 results

The results of the higher-order structural equation model are shown in the Table VII. Results show that organizational conflict had a negative and significant impact on task performance (ß = -0.162, $p < 0.05$), while the constructs of organizational conflict were not statistically significant on contextual performance (ß = 0.049, $p = 0.504$). Furthermore, organizational conflict had a significant impact on cultural intelligence (ß = 0.249, $p < 0.05$), while the constructs of organizational conflict were not statistically significant on emotional intelligence (ß = 0.065, $p = 0.289$). Moreover, emotional intelligence had a significant impact on task

performance (ß = -0.308, p < 0.05), while the constructs of emotional intelligence were not statistically significant on contextual performance (ß = 0.112, p = 0.059). Similarly, cultural intelligence had a significant impact on contextual performance (ß = 0.537, p < 0.05), while the constructs of emotional intelligence were not statistically significant on task performance (ß = -0.055, p = 0.059). Therefore, H2, H3, H6 and H7 were supported, while H1, H4, H5 and H8 were not.

The moderating effects of conflict management styles on the relationship between organizational conflict and task performance were examined and reported based on a bootstrap resampling analysis. The results revealed that compromising and integrating styles of conflict management moderate the relationship between organizational conflict and task performance (ß = -0.272, p < 0.05, and ß = 0.260, p < 0.05), while obliging, dominating, and avoiding styles do not moderate the relationship between organizational conflict and task performance.

Table VII: Higher Order Constructs Hypotheses Testing results – SEM 2

	Beta Coefficients	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Remarks
AV -> TP	0.230	0.235	0.063	3.647	0.000	**Supported**
CM -> TP	0.352	0.342	0.073	4.846	0.000	**Supported**
CQ -> CP	0.537	0.536	0.049	10.873	0.000	**Supported**
CQ -> TP	-0.055	-0.071	0.071	0.765	0.445	Not Supported
DM -> TP	0.112	0.055	0.119	0.938	0.348	Not Supported
EQ -> CP	0.112	0.117	0.059	1.889	0.059	Not Supported
EQ -> TP	0.308	0.324	0.064	4.778	0.000	**Supported**
IN -> TP	-0.187	-0.168	0.081	2.296	0.022	**Supported**
OB -> TP	0.168	0.174	0.065	2.582	0.010	**Supported**
OC -> CP	0.049	0.049	0.074	0.669	0.504	Not Supported
OC -> CQ	0.249	0.253	0.054	4.600	0.000	**Supported**
OC -> EQ	0.065	0.066	0.061	1.061	0.289	Not Supported
OC -> TP	-0.162	-0.160	0.059	2.740	0.006	**Supported**
OB x OC -> TP	-0.062	-0.069	0.072	0.864	0.387	Not Supported
DM x OC -> TP	0.069	0.044	0.074	0.936	0.349	Not Supported
CM x OC -> TP	-0.272	-0.258	0.089	3.071	0.002	**Supported**
AV x OC -> TP	0.075	0.077	0.086	0.868	0.385	Not Supported
IN x OC -> TP	0.260	0.232	0.121	2.151	0.032	**Supported**

Source: Self Estimated

Comparison of SEM1 and SEM2

The research investigates the impression of conflict types on task and contextual performance. In SEM 1, conflict types like task, relationship, and process do not significantly predict task performance. However, they do predict contextual performance. When combined, organizational conflict is a significant predictor of task performance but not contextual performance. The study also compares the impact of emotional intelligence on task and contextual performance using two models. In this study, two models were used to understand how different aspects of emotional and cultural intelligence affect performance at work.

In the first model (SEM 1), the aptitude to comprehend and tackle one's own emotions (self-emotion appraisal) was found to be a key factor in improving both task performance and the overall work environment (contextual performance).

In the second model (SEM 2), emotional intelligence as a whole helped predict how well individuals performed specific tasks but did not have the same effect on overall work environment performance.

For cultural intelligence, it was found that how individuals behave and adapt to different cultures (behavioral cultural intelligence) significantly improved task performance. When considering the broader aspects of cultural intelligence (such as understanding and motivation to learn about different cultures), these were important for improving the overall work environment but not necessarily for specific tasks. Therefore, the study highlights the importance of considering the different components of emotional and cultural intelligence separately to understand their unique impacts on work performance.

Discussion

The present study noted a positive association between task performance and task conflict within organizational setting pointing out that constructive disagreements can improve task performance. However, negative association between relationship conflict and task performance was found. Relationship conflicts refer to interpersonal tensions that can reduce communication, collaboration, and trust among team members. While process conflict arises from disagreements over the task processes that can lead to inefficiencies in work. These results correspond to the given literature that suggested that constructive conflict management can help in getting desired outcomes (Jehn, 1995). Relationship conflicts identified by interpersonal tensions and negative feelings among team members pose adverse impacts on job performance due to poor communication and coordination. This finding aligns with previous research suggesting that process conflict can disrupt team productivity and performance (Hinds & Bailey, 2003). The present research also reported that separate analysis of process, task, and interpersonal conflicts undermine their impacts on task performance, suggesting that individual conflict components do not necessarily have significant impact on task performance. Future research can offer more nuanced conflict management strategies using larger sample size.

The research explores the influence of organizational conflicts on EI while hypothesizing significant impact. However, the analysis showed a significantly weak correlation with $r = 0.03$. the complex interaction between EI and conflict can explain the insignificant impact. EI include competencies linked with identifying, comprehending, and managing emotions while conflict include disagreements and disputes within the team. The weak correlation is linked with factors such as sample characterization, measurement errors, and extraneous variables.

The initial hypothesis proposed that organizational conflicts can significantly impact CQ. The findings approved the hypothesis showing significant impact of organizational conflicts on cultural intelligence. However, subsequent testing into the various parts or dimensions of cultural intelligence revealed that some of these characteristics did not have a substantial impact on organizational conflict. This study implies that, while organizational conflict may have a significant impact on cultural intelligence, its effects may not be uniform across all

components of the construct. These findings are consistent with existing literature; the overall influence of conflict on CQ supports the idea that negotiating conflict in different circumstances might improve cultural intelligence (Earley & Mosakowski, 2004).

The study investigates the relationship between emotional intelligence and task and contextual performance in organizational contexts. It found a moderate positive relationship between emotional intelligence and task performance, suggesting that individuals with higher emotional intelligence perform better on tasks within the organization. This finding is in line with what past research has shown—that emotional intelligence plays a crucial role in effectively getting tasks done (Mayer & Salovey, 1997; Joseph & Newman, 2010). However, the study also noticed that emotional intelligence does not seem to have a strong impact on behaviors that contribute to the broader organizational environment beyond specific tasks. This aligns with existing literature that highlights how emotional intelligence helps people manage stress, regulate their emotions, and communicate effectively, resulting in better task outcomes (Goleman, 1998). The different effects of emotional intelligence on task and contextual performance could be due to the nature of the skills and abilities that make up emotional intelligence, which seem to be more directly related to individual task performance.

CONCLUSION AND POLICY IMPLICATION

The research explores the impact of conflict management styles in association between task performance and organizational conflicts within organizational settings. It noted that each type of conflict management style including domination, compromise, avoiding, and submission, and integration significantly impact task performance. It pointed out that workers conflict management approaches can impact their task performance ability within the organization. The research also noted significant interaction between organizational conflicts and conflict management styles, with compromise and integration having strong association with organizational conflicts. The results are in line with given literature that highlight the significance of comprehending how conflict management styles impact the task performance and its outcomes (Rahim, 2002). The dominating conflict management style was positively associated with all types of conflicts within organizations including relationships, task, and process conflict. Thomas (1992) noted that dominating style leads people to coercively assert their goals and desire, arising more conflicts among team members. The avoiding conflict management style has had positive correlation with conflicts, pointing out that avoiding conflicts also give rise to interpersonal conflicts and tensions (Kray & Haselhuhn, 2007). The integrating conflict management style showed was seen to have negative association with process conflict suggesting that people seeking to integrate others in the process effectively address the disagreement to facilitate role completion (De Dreu & Weingart, 2003). These results allow understanding the role of conflict management styles in giving rise to and mitigating conflicts within organizations. By recognizing the correlations between conflict management styles and different types of conflicts, organizations can implement targeted interventions for promoting conflict management and enhancing organizational effectiveness.

Theoretical Implications

This research work studies the relations between Emotional Intelligence (EI), Cultural Intelligence (CI), Conflict Management Techniques, Task Performances, Conceptual Performances, Relational Conflict, Process Conflict, and Task Conflict. The current research study also applies Social Exchange Theory that adheres to the fact that workplace conflicts play a key role in detrimental reciprocity dynamics in workstation exchange. This research highlights that employees give preference to task performance amidst organizational conflict, whereas contextual performances remain at risk because of its discreet nature. The work further sheds light on the contribution of cultural and emotional intelligence through the application of Cultural and Emotional Intelligence theoretical frameworks. Through the exploration of Conflict Management Styles, this study highlights the relation between task performance and relational conflict. The theoretical implications of this research identify how individuals resolve organizational conflicts and manage task performances within workplace environment. It also provides valuable understanding for future studies along with practical implications to foster positive workplace dynamics.

Managerial Implications

Organizations' investments in training programs encourage an official atmosphere in which conflicts are resolved through awareness of cultural and emotional intelligence. The training strategies must stress upon the creation of empathy, societal skill, self-regulation, and self-awareness. All these features help in efficient conflict resolutions and interactive associations. Workplaces must keep an eye on their Conflict Management Strategies like compromise and collaboration to achieve useful results in Conceptual and Task Performances. Both culturally sensitive training and leadership development programs can get a lot of benefit from correlational analysis because leaders with greater Emotional Intelligence adopt compromising and collaborative styles in their organizations. Besides individual leadership development, this research study helps workplaces to enhance their team dynamics by addressing relational conflicts to attain higher level of task performance and team efficiency. The integration of workplace culture is also an important implication because the management of EI, CI, and conflict management styles often create an efficient workplace atmosphere. Keeping a firm eye on these aspects offers valuable support to the organizations for welcoming changing dynamics and fulfilling the needs of workers.

Limitations and Future Research Directions

The current research study suggests that future works must analyze long-term effects of CI and EI within organizations. It also suggests that relation between EI and CI, leadership strategies, workplace cultures, and team efforts should be explored on remote work to assess virtual collaborations. Moreover, future research works may analyze the use of EI and CI theories across varied geographical and cultural contexts to achieve culturally sensitive, protective, and efficient workplace dynamics. These recommendations can enhance our comprehension of CI and EI's role in workplace achievements and conflict resolutions.

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